



SECRETARY OF THE ARMY
WASHINGTON

15 SEP 2015

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2015-36 (Review and Approval Authority for Army Accession Incentives and Programs)

1. References:

- a. Title 10, United States Code, section 503.
- b. Army Regulation 601-210 (Active and Reserve Components Enlistment Program), 8 February 2011, Including Rapid Action Revision No. 3 Issued 12 March 2013.
- c. Memorandum, Secretary of Defense, Dec 27, 2010, subject: Consideration of Costs in DoD Decision-Making.
- d. Memorandum, Under Secretary of the Army and Vice Chief of Staff of the Army, Dec 30, 2009, subject: Cost-Benefit Analysis to Support Army Enterprise Decision Making.
- e. The U.S. Army Cost Benefit Analysis Guide, 3rd Edition (Version 3.10), 24 April 2013.

2. The Army faces serious fiscal challenges and must be a responsible steward of Government resources. To ensure that accession incentives and programs continue to meet statutory requirements, the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) must approve all new programs before their initiation. In addition, by 30 June of each year, initiators will submit current programs for review and approval to continue. Effective as determined by a forthcoming ALARACT message, Army components will staff accession pilots, programs, incentives or bonuses for implementation or continuation through the Deputy Chief of Staff (DCS), G-1 to the ASA (M&RA) for approval. Components will use the same staffing process through the DCS, G-1 to notify the ASA (M&RA) when they suspend or terminate an approved program.

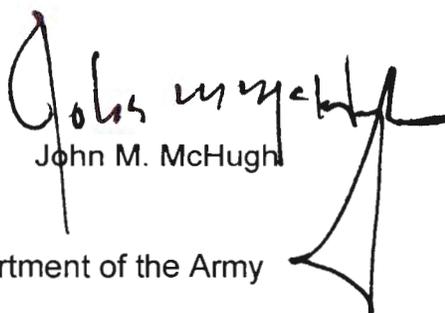
3. The policy in this directive applies to the Active Army, Army National Guard/Army National Guard of the United States and the U.S. Army Reserve.

4. Enclosure 1 describes the requirements and procedures for implementing new or continuing existing Army accession incentives or programs that use any Federal funds. After review, the ASA (M&RA) may approve to continue or terminate the program.

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New accession incentives, bonuses, pilots or programs must meet the requirements listed in enclosure 1 before implementation. Enclosure 2 provides recertification or continuation procedures. Enclosure 3 provides internal controls for accession incentives and programs.

5. The ASA (M&RA) will brief the Secretary of the Army, or designated representative as part of the recruiting, retention and strength update.
6. The DCS, G-1 is the proponent for this policy and will incorporate the provisions of this directive into the next update of Army Regulation 601-210. The Accessions Division, Office of the DCS, G-1, is the point of contact for this directive.
7. The directive is rescinded upon publication of the revised regulation.



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Encls

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IMPLEMENTATION OR CONTINUATION OF ARMY ACCESSION INCENTIVES AND PROGRAMS

1. **Purpose.** To establish a process that provides Secretariat-level oversight and approval of all proposed or existing accession incentives, bonuses, pilots or programs (hereafter referred to as “programs”) that use any Federal funds.

2. **Applicability.** This process applies to accessioning agencies of the Active Army, Army National Guard/Army National Guard of the United States and U.S. Army Reserve. This directive does not apply to marketing and advertising programs that applicable statutes have authorized Army components to implement.

3. Definitions

a. Accession Pilots: Initiatives designed to enhance the achievement of accession goals across the Army’s three components. If determined successful after practical assessments, accession or pilots may become programs that the Army subsequently incorporates into Army policy.

b. Accession Incentive: Any monetary offer available to new recruits or candidates for appointment to assist in filling specialties that are critical to the Army’s needs.

c. Bonus: Any other monetary offer available under certain circumstances, such as a referral fee to individuals who refer an applicant to an Army recruiter or an affiliation bonus for a Soldier departing the active component to serve in the Selected Reserve.

4. **Guidelines.** At a minimum, all requests for proposed accession incentives, bonuses, pilots or programs must provide a “business case” that addresses the following items in the format shown at enclosure 2. Requests for continuation of existing programs only need to provide the information in paragraphs 4e, 4g, 4i and 4j and update other items as needed.

a. Program Name. Provide a brief name for the incentive, bonus, pilot or program to distinguish it from others.

b. Program Description. Describe the program, including the target Soldier, component(s), terms of service, payment method (if a monetary incentive), proposed payment schedule and recoupment policy.

c. Justification. Describe why the Army needs the pilot or program. Explain why the existing incentives, bonuses, pilots or programs are insufficient. Describe the issue or problem the proposed accession incentive, bonus, pilot or program addresses and how the program will resolve the issue.

d. Projected "Lift." Provide an estimate of the projected number of incremental accessions expected from the program or other benefits expected to result. Describe how numeric estimates were derived.

e. Actual "Lift." For programs submitted for continuation, show the actual lift achieved. Explain any disparity between projected and actual lift.

f. Projected Cost. Include an estimate of the projected cost of the program over the Future Years Defense Program. Describe how this estimate was derived.

g. Actual Cost. For programs submitted for continuation, provide actual costs incurred. Explain any disparity between projected and actual cost.

h. Proposed Performance Measures. Indicate what measures the Army will use to demonstrate the effectiveness of the program. A performance metric must accompany the proposed incentive, bonus, pilot or program that demonstrates how the Army will measure their effectiveness. Include the expected improvement to strength, assignment and deployments, and/or accession rates. Provide outcomes expected if the Army approves the program for implementation. One of the measures must be cost versus benefit.

i. Performance Outcomes. For programs submitted for continuation, provide data for the performance measures identified the previous year. Provide an explanation if actual outcomes deviate from the expected outcomes outlined the previous year.

j. Legal Review. A legal review by the servicing legal office must determine whether the proposal (or program continuation) violates any statute or policy. Identify the authority under which the Army may offer this program.

k. Internal Controls. Identify the areas of risk in the business process and describe the steps taken to limit the potential for fraud, waste or abuse. Describe other internal controls in place. Identify a point of contact by name and with contact information (email and phone) who is trained to look for indicators of fraud, waste or abuse; understands to whom the components should report any incidents; and understands that components must report all such incidents to the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) immediately. Programs submitted for continuation must note any incidents of fraud, waste or abuse that occurred in the previous year (although the components already should have reported the incidents to the ASA (M&RA)), and the steps taken to further reduce opportunities for fraud, waste or abuse.

5. **Routing.** After the component packages the proposal and it meets the requirements in paragraphs 4a–k, the component will forward the proposal through command channels and the Deputy Chief of Staff, G-1 to the ASA (M&RA) for consideration.

The ASA (M&RA) will approve, disapprove or return the request to the submitter for further justification.

6. Termination of an Existing Incentive, Bonus, Pilot or Program. The Army agency for which the Army has approved an accession incentive, bonus, pilot or program will notify the ASA (M&RA) through command channels of the intent to suspend or terminate the program. The notification must include the reasons and projected date of the suspension or termination. Reasons for termination or suspension may be that the program:

- has resolved the issue and is no longer needed,
- has been ineffective in meeting its desired goals, or
- is cost-prohibitive because the program's costs outweigh the benefits.

FORMAT FOR SUBMITTING ACCESSION PROGRAMS FOR APPROVAL

No.	Program Name	Type I=incentive B=bonus P=program	New Program?	Projected Lift a Year	Actual Lift a Year	Projected Annual Cost	Actual Annual Cost	Brief Description	Compo	Proposal Encl?	POC (Name, Email, Phone)
1		I/B/P	Y/N						RA/NG/AR	Y/N	
2											

1. The program proposal must be enclosed (2d to last column) and must include:

- a lengthier description of the program and any items that require further explanation;
- the justification;
- the performance measures;
- the performance outcomes (for resubmissions);
- a legal review;
- the routing to show the chain of command approval;
- the internal controls and other measures in place to limit potential for fraud, waste or abuse; and
- the name(s) and contact information of the person(s) responsible for tracking such fraud, waste or abuse. NOTE: Incidents of fraud, waste or abuse must be reported to the Assistant Secretary of the Army (Manpower and Reserve Affairs), or his or her designee, immediately.

2. In addition, documents for programs being renewed must include:

- the items listed in paragraph 1;
- information on the number of incidents of fraud, waste or abuse during the previous year;
- the measures taken to limit further opportunities for fraud, waste or abuse; and
- summaries of internal controls.

INTERNAL CONTROLS FOR ACCESSION PROGRAMS

1. **Function.** The function covered by this checklist is the administration of the internal control process.

2. **Purpose.** The purpose of this checklist is to assist unit managers and internal control administrators located within the Army's accessioning agencies in evaluating the key internal controls for establishing pilots, programs, incentives and bonuses for the enlistment of eligible new recruits or candidates for appointment. It is not intended to cover all controls.

3. **Instructions.** Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, simulation or other). Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These key internal controls must be formally evaluated at least once every 5 years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

4. Test Questions

a. Is local internal control guidance available that defines responsibilities and required actions?

b. Are managers and internal control administrators trained in, and do they understand, their internal control responsibilities?

c. Are explicit statements of internal control responsibility included in performance agreements for commanders and managers down to the level of accessible unit manager?

d. Is an internal control plan established and maintained to describe how key internal controls will be evaluated over a 5-year period?

e. Are internal control evaluations conducted in accordance with the internal control plan and is prompt action taken to correct any internal control weaknesses detected?

f. Is the senior responsible official advised of potential material weaknesses detected through internal control evaluations or from other sources?

g. Are the responsible accessioning agencies systematically tracking new recruits or candidates for appointment who benefit from the pilot, program, incentive or bonus during the effective period of the pilot, program, incentive or bonus?